

Supplemental Materials
to
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Positive Practices and Related System-wide and S.E.S. Deficiencies

(Contradictory Practices are asterisked)

Project the institutionalized expectations, distinctive values, spirit, and mission of the organization through:

- Aggressive recruitment at substantial expenditure of resources; and
 - * There is no merit-based recruitment or selection process (no PACE alternative).
- Positive public relations programs.
 - * "Bad-mouthing" the bureaucrat is a practice in the negative.

This is especially true of our military organizations.

Invest heavily in their employees through:

- Extensive training including academies, institutes, cooperative programs with academic institutions, industry sabbaticals, in-service training, academic leave, and post-service educational benefits;
 - * Sabbatical limitations.
 - * Limited extended training and tuition-sharing.
- Managed mobility assignments through the various components and levels of the organization;
 - * The double standard in executive interchangeability (directed reassignments vs. RIF's).
 - * No interagency placement system.
 - * Technical managers and generalist executives not differentiated.
 - * The inclusion of non-career appointees in the S.E.S. with required performance appraisal but without bonus eligibility.
- Competitive regular pay, perquisites, and substantial incentive bonuses without arbitrary limits;
 - * The pay cap and compression.

- * The bonus limitation.
- Stable, reliable, and adequate retirement programs;
- * The bifurcation of responsibility for retirement and current pay.
- Concentration of rank-in-person; and
- * No systematic mechanism for, and some barriers to, advancing S.E.S. people up the pay grade ladder.
- * RIF fallback problem.
- Liability protection while acting within the scope of duty.
- * Amendments to the Federal Tort Claims Act.

Demand integrity, responsiveness and excellence from their employees through:

- Insistence on probity and speedy retribution for the "cheaters";
- Heavy exposure, reliance, and dialogue between policy officers and the career support staff through well established traditions and processes for internal debate and decision-making;
- * "Layering" of career staff is a pervasive problem.

- * Fifty-six percent (56%) of the approximately 8,200 positions in the S.E.S. can now be held by non-career appointees through use of the "general" position description.
- * The 120-day cooling-off period is too short to allow demonstration of loyalty and neutral competence.
- Assuming loyalty and punishing disloyalty;
- Involving the career staff across horizontal and vertical organizational divisions; and
- Withholding monetary and rank rewards for poor or disloyal service.

Acknowledge and give credit regularly and publicly for excellent and dedicated service by individuals and groups—not just at the top.

- * Failure to base pay and bonuses on program accomplishments.

Are fair in appraising and adjudicating differences through:

- Structured due process in an open environment;
- * OPM is no longer the monitor of civil service abuses.

- * Understaffing of the Merit System Protection Board.
- Supervisor/subordinate dialogue on written performance evaluations;
- Avoiding precipitous and arbitrary actions against employees without adequate notice or time for adjustment; and
- * The undocumented directed reassignment.
- Allowing for fair appeal processes of alleged error in administrative determinations.
- * Skewed composition of the Performance Review Boards.
- * Inadequate staff and funding of the Office of the Special Counsel.